

**Secretaries' views on the effects of the organisational renewal in
the Department for Rescue Services of the Ministry of the
Interior**

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<p>This thesis was commissioned by the Ministry of the Interior, which is the ministry responsible for internal security and migration. One of the Ministry's departments is the Department for Rescue Services, which is responsible for emergency and rescue services in Finland.</p> <p>In the beginning of 2014, an organisational renewal was implemented in the Ministry of the Interior. This study focuses on the organisational renewal in the Department for Rescue Services, and its effects on the department's secretaries' work.</p> <p>The objective of this Bachelor's Thesis was to find out if and how the organisational renewal has affected the secretaries' work in the Department for Rescue Services. The commissioning party will use this study in evaluating the success and effects of the organisational renewal in the Department for Rescue Services, and in contemplating and planning possible future changes in the organisational structure.</p> <p>The empirical part of this study was implemented as a questionnaire. Both qualitative and quantitative research methods were used in this study. The questionnaire was conducted in March 2014.</p> <p>The results of the questionnaire show that the organisational renewal in the Department for Rescue Services has indeed affected the department's secretaries' work, and the results imply it has had both positive and negative effects. The secretaries' workload seems to have increased after the organisational renewal, and the secretaries are now also given more challenging work tasks. In this thesis, the results of the questionnaire are analysed, and improvement and development suggestions are given.</p>	
Keywords Organisational renewal, organisational structure, government organisations, secretaries, secretarial work	

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1 Introduction

Organisational changes and renewals are a phenomenon that can be relevant in all types of organisations. Times change, and that requires all organisations to make various changes too from time to time, in order to continue functioning effectively. Changes are inevitable, no organisation can avoid them.

Government organisations often have a highly hierarchical organisational structure. Thus even smaller changes in the organisational structure might make a difference.

This Bachelor's Thesis concentrates on the organisational renewal in the Department for Rescue Services of the Ministry of the Interior, and how it has affected the department's secretaries and their work. This topic was chosen in order to see the organisational renewal from a very focused point of view, in this case, the department's secretaries' point of view.

The empirical part of this thesis is a qualitative research, implemented as a questionnaire to the focus group, the secretaries of the Ministry's Department for Rescue Services.

1.1 Objectives and limitations

The objective of this study was to find out what kind of opinions the secretaries of the Department for Rescue Services have about the organisational renewal in the department, and see if it has affected their work and daily tasks, and if it has, how. Furthermore, the objective was to study what could still be improved to make their work practices to become more effective and purposeful.

This research will be of value to the Department for Rescue Services when evaluating the success of the organisational renewal, and when contemplating further organisational changes in the department.

The department's secretaries' opinions were collected via a questionnaire, after which their answers were analysed.

One of the limitations of this study is the number of the questionnaire respondents. On the one hand, the number is considerably small, but on the other hand, it comprises all the secretaries of the Department for Rescue Services. The results of this study may not be applicable to other groups of secretaries in other organisations, as this study is solely focused on the secretaries in the Department for Rescue Services of the Ministry of the Interior.

1.2 Structure

This Bachelor's Thesis consists of eight chapters. The report starts with an introductory chapter, which outlines the objectives, limitations and the structure of this thesis.

The second chapter concentrates on the commissioning party, the Ministry of the Interior and its Department for Rescue Services. This chapter contains information about the Ministry's history, organisational structure, and the Department for Rescue Services itself.

The organisational renewal of the Ministry of the Interior is explained in the third chapter. This chapter is divided into three parts, which focus on background of the organisational renewal in the Ministry, units in the Department for Rescue Services, and allocation of secretaries in the department, respectively.

The fourth chapter contains the theoretical framework of this study. The chapter consists of the following subchapters: Reasons for organisational changes, Management of change, Implementing organisational changes, and Reactions to organisational changes.

The research method of this study and the questionnaire process are explained in the fifth chapter.

The sixth chapter concentrates on the results of the questionnaire.

The conclusions and recommendations of this study are presented in the seventh chapter of this report. This chapter contains three parts: improvement suggestions, reliability and validity, and recommendations and conclusions. In this chapter, recommendations are given on how the challenges the secretaries of the Department for Rescue Services now face with the new organisation could be facilitated, and how the work of the secretaries in the department could be made more effective and purposeful.

The eighth and last chapter of this report consists of the author's self-evaluation and learning experience during the study process.

2 Ministry of the Interior

The commissioning party of this study is the Department for Rescue Services of the Ministry of the Interior. The Ministry of the Interior's responsibilities are internal security and migration in Finland. The Ministry's vision is for Finland to be the safest country in Europe, a country built on equal treatment and equal opportunity (Ministry of the Interior, 2014).

2.1 History of the Ministry

In 1809, the Ministry of the Interior of Finland was set up as the Administrative Department for General Management (*kansliatoimituskunta*). The Department started with approximately 10 people, and it was located in Turku. The name was changed several times; first to Administrative Department for Civil Affairs (*siviilitoimituskunta*) in 1869, and to Administrative Department for Internal Affairs (*sisäasiaintoimituskunta*) in 1917. Following Finland's independence in 1918, the name was changed to Ministry of the Interior (*sisäasiainministeriö*). After that, the Ministry's name stayed unchanged until the organisational renewal in the beginning of 2014, when the Finnish name was changed to *sisäministeriö* (Ministry of the Interior, 2014).

One of the most important duties of the Administrative Department for General Management was to take care of internal security. It was also responsible for almost all public services, such as education, training, post and transport services, prison services and public health services. From the beginning of 1810's, one of the department's responsibilities was also preventing emigration. Many of these duties have been later transferred to other ministries. In 1819, the department was relocated to Helsinki (Ministry of the Interior, 2014).

In the 1860's, the department started dealing with municipal government matters, and thus assumed the responsibility for fire services in Finland (Ministry of the Interior, 2014).

2.2 Organisational structure of the Ministry

The Ministry of the Interior has four departments: Police Department, Department for Rescue Services, Migration Department, and Border Guard Department. In addition, there are seven units that form the Ministry's Advisory Staff, and report directly to the Permanent Secretary: Administration Unit, Finance Unit, Legal Affairs Unit, Internal Audit Unit, Press and Communication Services, International Affairs Unit, and Internal Security Secretariat. The number of the Ministry's public servants is approximately 280 (Ministry of the Interior, 2014).

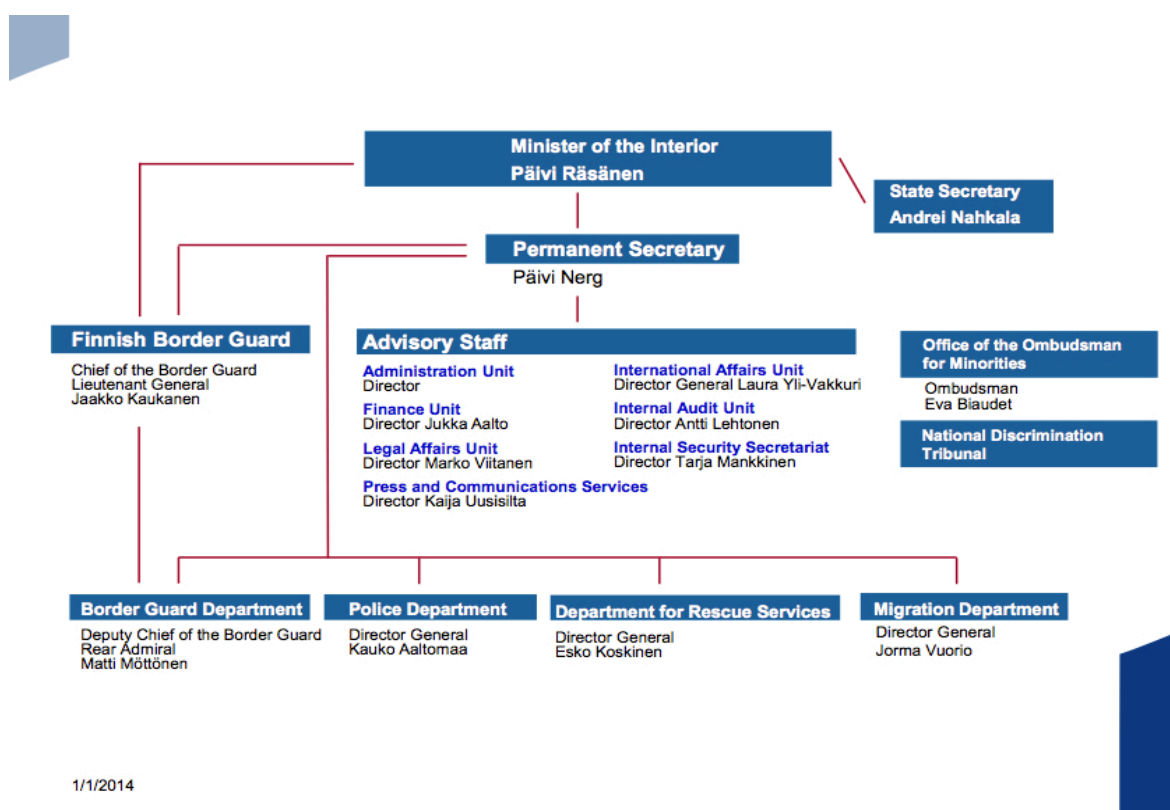


Figure 1. Organisational structure of the Ministry of the Interior

2.3 Department for Rescue Services

The Department for Rescue Services is responsible for rescue services, emergency response centre operations, the Emergency Response Centre Administration and its performance guidance, the Emergency Services College and its performance guidance, the Fire Protection Fund (excluding its operational and financial control), international rescue operations, contingency planning, joint preparedness of regional authorities for

emergency and abnormal conditions and the related central government duties, Finland's Public Authority Radio Network, lifesaving medals, and the Finnish Red Cross (Ministry of the Interior, 2014).

The head of the Department for Rescue Services is Director General Esko Koskinen. As of 1 January 2014, the department has only four units, instead of the five units it had before the organisational renewal.

3 The organisational renewal in the Ministry

The organisational renewal in the Department for Rescue Services was part of the larger organisational renewal in the Ministry of the Interior, and it came into effect on 1 January 2014. To the public, the most noticeable part of the renewal was the new name of the Ministry. The Finnish name of the Ministry was changed from *sisäasiainministeriö* to *sisäministeriö*. The English and Swedish names of the Ministry were not changed. Along with the Finnish name, also the logo of the Ministry was changed.



SISÄASIAINMINISTERIÖ



MINISTRY OF THE INTERIOR



SISÄMINISTERIÖ
INRIKESMINISTERIET



MINISTRY
OF THE INTERIOR

3.1 Background of the organisational renewal

Behind the organisational renewal of the Ministry of the Interior was the fact that when Päivi Nerg started as the new Permanent Secretary of the Ministry of the Interior in 2012, she decided to renew the organisation. However, the organisational renewal really started only when the previous Director General of Rescue Services had retired, and the new Director General Esko Koskinen started in October 2013 (Männikkö, interview 19 February 2014).

One of the ideas was that the organisational structure of all the departments should be similar to each other, and administrative and financial duties should be more centralised, i.e. moved from the departments to the Ministry's administrative and financial units. These two units of the Ministry will also be combined in the near future. Two employees were moved from the Department for Rescue Services to the Ministry's administrative and financial units (Männikkö, interview 19 Feb 2014).

3.2 Units of the Department for Rescue Services

Before 2014, the Department for Rescue Services had five units: International Affairs Unit, Rescue Services Unit, Accident Prevention Unit, Development and Administration Unit, and Safety Network Unit.

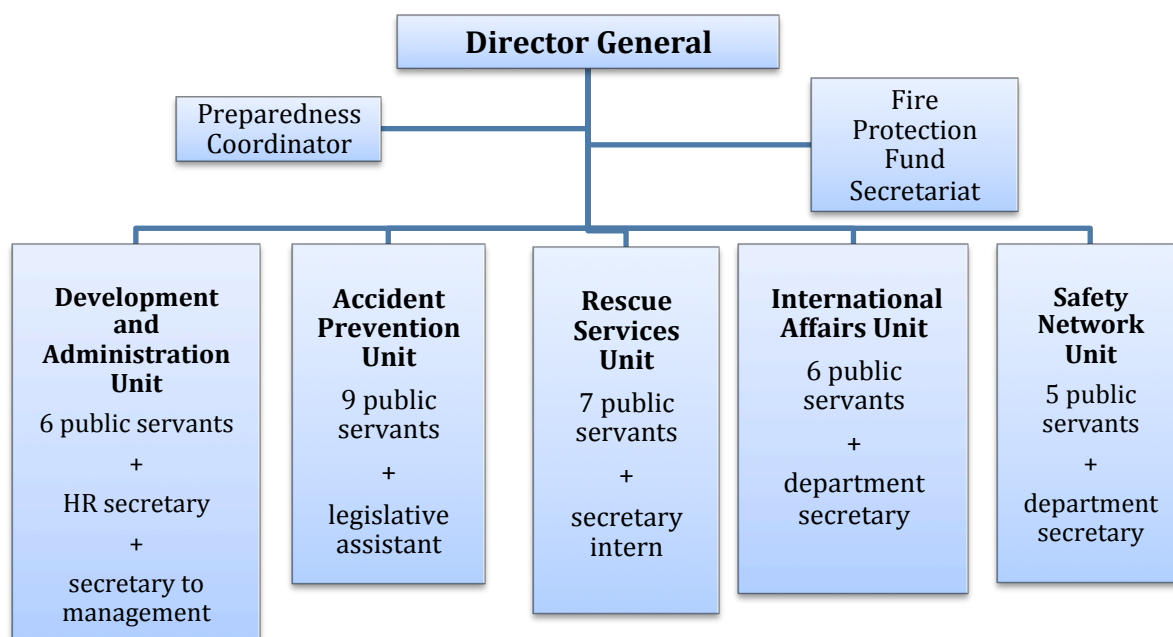


Figure 2. Organisational structure of the Department for Rescue Services, before the organisational renewal

One of the objectives in the Ministry's organisational renewal was for every department to have only three units: legislative affairs, international and EU affairs, and an operative unit. In the end, the Department for Rescue Services was allowed to have one more unit in addition to the aforementioned three, because of the on-going emergency response centre renewal. This unit, however, has a fixed term of two years.

As of 1 January 2014, the Department for Rescue Services consists of four units: Legislative Affairs and Steering, Rescue Services and Resilience, International Affairs, and Emergency Response Centre Affairs (Ministry of the Interior, 2014).

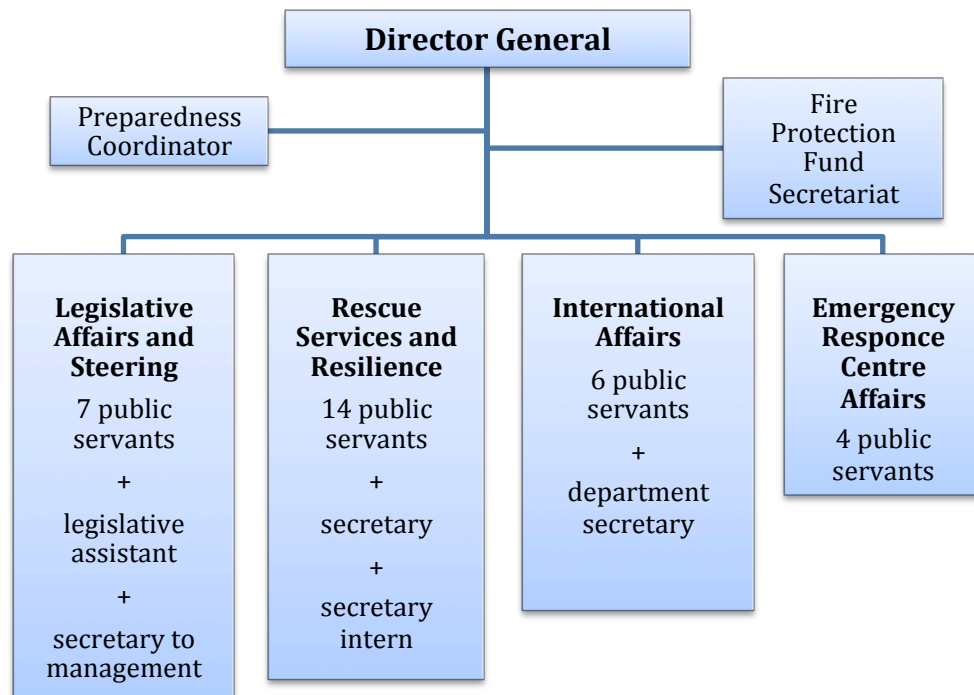


Figure 3. Organisational structure of the Department for Rescue Services, after the organisational renewal

3.3 Allocation of secretaries in the department

One of the contemplated questions before the renewal was the allocation of the secretaries in the department. Before the renewal, the department had five units, and each unit had their own secretary. One of the units had the secretary intern as the unit's secretary. In addition, there was a secretary to management in the department.

Already before the renewal came into effect, the department's HR secretary was transferred from the Department for Rescue Services to the Ministry's Administration Unit, as a part of the whole Ministry's organisational renewal. That left the Department for Rescue Services one secretary to management, one legislative assistant, two department secretaries, and one secretary intern.

For some time it was considered for the department to have a shared secretarial pool. That would have meant all the secretaries in the department forming one team where every secretary would have been available to use for every unit. The secretary pool was

planned to have a shared e-mail address, too. After some consideration, discussion and feedback, this plan was, however, retracted. It was decided that it would be too challenging to ensure that the tasks are divided equally between the secretaries. The shared e-mail address first seemed like a good idea, until it was further discussed and some challenges came up: who would be responsible for making sure that every received task is taken care of, and who would be the one who, when necessary, dictates which one of the secretaries does what. None of the secretaries wanted to be “the bad boss”, who dictates what should be done and by whom.

In the end, the secretaries were allocated as follows: the secretary to management and the legislative assistant were allocated to the unit Legislative Affairs and Steering, one department secretary to the unit International Affairs, and one department secretary and the secretary intern to the unit Rescue Services and Resilience. The unit Emergency Response Centre Affairs was left without a secretary in their unit, but in practice they can use the help of the other secretaries.

4 Organisational changes

Organisational changes are today's active means in developing the functions of an organisation, and in creating future possibilities for success (Valpola, 2004, 9).

Organisational change as a phenomenon is challenging to define. There are many kinds of organisational changes; they can be small or large, fast or slow, and they can focus on various matters. They can focus on things such as the organisation's structure, relocation of the organisation, developing new services or renewing their customer service (Juuti et al. 2009, 16).

Organisational change is a relative concept, and it can also mean several things. One way of categorising organisational changes is dividing them into three kinds of changes: slow changes, radical changes, and fusion-fissions. Organisational changes can refer to a fusion of organisations, a change of procedures in a working environment, changes in an organisation's culture, and more subjectively, a change in an individual's way of thinking and an individual's learning experiences. Despite these common characteristics, organisational changes are always unique. Therefore we cannot claim that any person or any organisation could ever be completely and thoroughly prepared for changes. There is always something to learn, and old truths might not be useful in new situations (Juuti et al. 2009, 30. Mattila, 2007, 15-16).

A small organisational change can be called one that concerns 10 – 20 people. A large organisational change consists of the changes affecting the organisation as a whole, and of the changes affecting the smaller entities of the organisation (Valpola, 2004, 15).

4.1 Reasons for organisational changes

The reasons for organisational changes can vary considerably. Organisations and their environments change, and this causes the need for organisations to formalise and systemise their actions from time to time. This can happen, for example, by reorganising their management systems, and reorganising the division of work within the organisation (Juuti et al. 2009, 15-16).

We can perceive the reasons for organisational changes and their types through two factors. These two factors are the clarity of the organisation's strategic direction, and the organisation's willingness for renewal (Juuti et al. 2009, 25).

One type of an organisational change is caused by stagnation: the organisation suffers from mistrust, accusations and conflicts. The organisation is in a state where everyone aims to defend their own position. The management is authoritarian and commanding, as nothing else seems to be acknowledged in the organisation at present. The organisation has ended up in a battle of existence, where people react to things by clinging onto their old operational models. It is difficult to conduct any actions of strategic management in an organisation in stagnation, as all the energy is consumed by defending one's own position, and no one has the energy to even think about new challenges (Juuti et al. 2009, 25).

Another type is an organisation in a boiling point. Plenty of willingness for change might be found within the organisation, but the views vary considerably: which direction should the organisation take, and how could the organisational changes be implemented? An organisation can arrive at this state for multiple reasons. One of the reasons can be a new manager from outside the organisation, who would like to renew the organisation's actions, and who has gotten most of the personnel with him in this, as they have seen the previous situation unsatisfactory. Another reason can be an attempt to get out of the state of stagnation, which elevates people's attempts to renew their actions. Unless the renewal can be implemented skilfully, this may drive the organisation into an internal competition of differing views and opinions. A third reason may be that there are several persons in the management who have a narcissistic personality, and they all want to show their own greatness through the organisation. This drives them to a struggle of power, where each of them wishes to lead the organisation to a different direction. A fourth reason might be the slow growth of the organisation, which has caused the management systems to stay in an underdeveloped state. This, in turn, allows chaos to take gradually more and more room from order. In the end, no balance can be found between chaos and order (Juuti et al. 2009, 25-26).

The third type is an organisation in friction. An organisation in a state of friction has a view on what they should develop into, but no shared willingness to change. It is typical for such an organisation that there is a commonly perceived, clear direction of development, but despite this the organisation cannot begin moving towards it. This can be caused by several reasons. The organisation might have been disappointed in a previous attempt to change and develop, and thus be now in a state where there is no willingness to change. A thriving organisation might have also forgotten the importance of constant development. The organisation feels they are a top organisation and the results have been good too, but this previous success has made them blind, and now the organisation has started to regress. Even when they have acknowledged the severity of the situation, they find it hard to start towards development because their old ways of action are still too strong. Yet another reason for an organisation to be in this state might be the fact that different personnel groups live in their own worlds, and do not understand what others are saying. This causes the management's ambitious change processes to fail, as the employees aim to implement them only in the most miniscule ways (Juuti et al. 2009, 27).

The fourth type is called flow. These organisations with the ability to reach top results have both strong willingness to change, and a shared vision of future direction. In the most ideal situation the organisation implements its own will, with the members of the organisation committing to it enthusiastically (Juuti et al. 2009, 27).

4.2 Management of change

Change resistance is often preceded by failed or feeble management. The management becomes aware of the resistance and critique with a severe delay. The structure of change resistance can be compared to that of an iceberg; one can only see the tip, while most of it remains unseen and is difficult to define (Mattila, 2007, 26).

According to American professor John Kotter, some of the most common mistakes in change management are

- Management's inability to establish a sense of urgency
- Management's inability to communicate the vision clearly

- Forgetting about the long-term vision when celebrating short-term wins.

(Mattila, 2007, 27)

It is possible to recognise three kinds of management: task-oriented leadership, relationship-oriented leadership, and change-oriented leadership. In addition to this, leaders can also be divided into two types: transactional leaders and transformational leaders. A transactional leader steers their subordinates by telling them what is expected from them and how they should act in order to be rewarded. If the expectations and demands are clear and attainable, subordinates usually get motivated. As opposed to this, a transformational leader aims to change the basic attitudes, values and beliefs of the organisation's members. A transformational leader wishes to reach a shared understanding about the organisation's needs for change and its objectives. A transformational leader pursues a fundamental change in the organisation's culture and the employees' behaviour. This kind of leadership can also be viewed as the result of an interaction process (Mattila, 2007, 31-32).

The approach of change leadership can be chosen at various points:

1. As soon as the need for a change has been manifested
2. When the contents and implementation of the change have been established
3. When the change has already faced setbacks or resistance.

(Mattila, 2007, 30-31)

4.3 Implementing organisational changes

A change begins with an ending. Before anything new can begin, the old needs to end. Between the old ending and the new beginning there is always an important time of being lost. This is when the change is recognised as being real and affecting one's own life. In its most compact form, a change process has three phases: ending – being lost – new beginning. (Valpola, 2004, 35).

A change can be a carefully planned, rational process, where every phase and its contents, risks and need for resources are known beforehand. Organisational change as a rationally planned process is based on an assumption of analytic thinking on recognis-

ing the needs for change, individualisation of different phases of change, managing the changes, and the behaviour of the individual. On the other end of the scale there is an anarchistic, random and unplanned change process, where the changes are implemented more or less intuitively, by accepting the idea of not being able to foresee complicated decision-making situations or the risks of the change process (Juuti et al. 2009, 27).

Regardless of what kind of an implementation model is chosen, it is essential to recognise some of the crucial factors affecting the change process. One of them is time. According to one interpretation, it is better to take the organisation quickly through the organisational change. On the other hand, some interpretations say there should be plenty of time for the implementation of changes. The time horizon of the organisational change affects also the individuals. In addition to time, the scope and the comprehensiveness of the changes are also relevant (Juuti et al. 2009, 28).

4.4 Reactions to organisational changes

Change always means diving into the unknown. This is one of the reasons organisational changes can be unwanted within some work communities. The employees of the organisation are often overwhelmed, as they are both implementing the changes, and also the focus of the changes. They often have more questions than answers in the beginning of the process. Many long-term organisation employees find the new characteristics of work life somewhat dubious, and they can even find them intimidating (Valpola, 2004, 9. Mattila, 2007, 17).

Employees' trust on their management is measured during the change process. A strong foundation for future expectations is built by previous positive experiences of the employer's actions and trustworthiness. Understanding new things requires everyone to endure some uncertainty, and listening to differing opinions. Implementing organisational changes always includes surprises; not everything can be known or planned beforehand. Many things rise during the process, and only then can some of the choices and decisions be made. In each and every situation, people will be asking what the changes will mean to him or her as an individual, and how it will affect their

daily tasks, their teams and their future. Many will also wonder what they have done wrong or neglected to do in order to cause these changes (Valpola, 2004, 9-16. Mattila, 2007, 52).

For some people, having to face the ending of something can be extremely challenging. They see the ending of something as an inconvenient pause in continuity. In their life they have been used to avoiding endings, and for that reason they also invest in continuity (Valpola, 2004, 35).

5 The research

This chapter discusses the research methods that were used in this study, and also explains what the main purposes of the chosen research methods are. This chapter also presents the questionnaire process; how and when the questionnaire was implemented, and what was its main purpose.

5.1 The research method

Qualitative research method aims to understand the studied phenomenon from people's (e.g. customers') point of view, and it mainly answers the questions "why" and "how".

Quantitative research method is based on interpreting the studied phenomenon via numbers and statistics.

Both qualitative and quantitative research methods were used in this study, although the qualitative research method was somewhat more emphasized. Qualitative research method was used in the empirical part of the study, which was implemented as a questionnaire to the secretaries of the Department for Rescue Services. Quantitative research method was used in analysing the results of the questionnaire. Quantitative research method was in a slightly smaller role in this study, when compared with the use of the qualitative research method.

5.2 Questionnaire process

For the purposes of this study, a questionnaire was implemented for the secretaries of the Department for Rescue Services. The purpose of the questionnaire was to receive first-hand information about the opinions of the Department's secretaries. The questionnaire for this study was conducted through Webropol online questionnaires, and the respondents could choose to reply anonymously, which all of them did. The link to the questionnaire was then sent via e-mail to the secretaries of the Department for

Rescue Services for answering. The answering time for the secretaries was one week, from 10 March to 17 March 2014.

All the secretaries of the department participated in the questionnaire, excluding the secretary intern, who had only started working after the organisational renewal and thus was not able to compare the old and new organisational structure and its effects.

6 Results of the questionnaire

All in all the results of the questionnaire seem rather consistent; in many of the questions there is not much variation in the replies given.

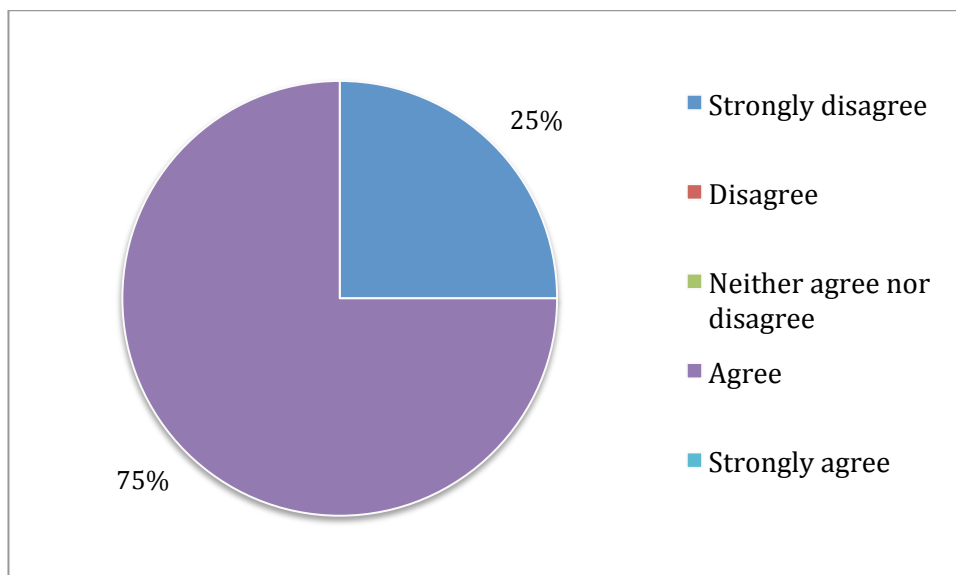


Figure 4. Question 1: I believe there was a need for an organisational renewal

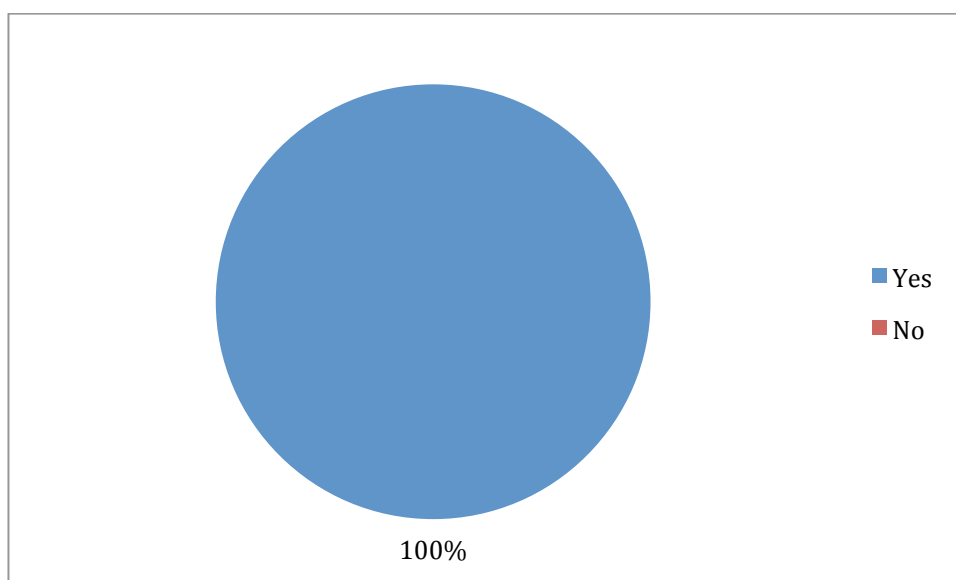


Figure 5. Question 2: The need for an organisational renewal was reasoned by the department's management

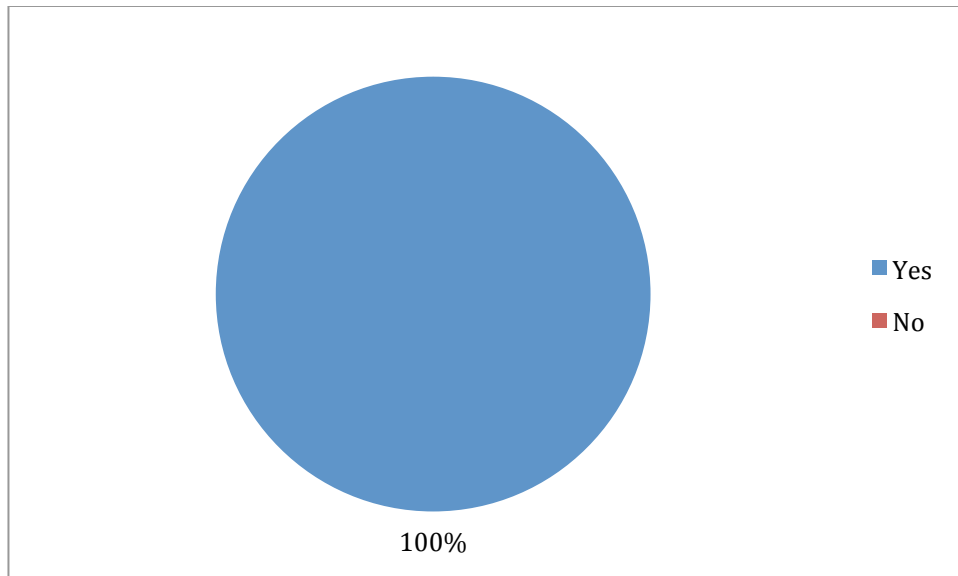


Figure 6. Question 3: The organisational renewal was discussed at unit meetings

From the answers to the first three questions (I believe there was a need for an organisational renewal, was the need for an organisational renewal reasoned by the department's management, and was the organisational renewal discussed at unit meetings) it is clear to see that the upcoming organisational renewal had been openly discussed and the management had explained why the organisational renewal is happening. We can conclude that the communication concerning the organisational renewal planning worked well, at least on the basic level; the employees in the Department for Rescue Services were informed about the upcoming organisational renewal, there had been open discussion at unit meetings, and the management had explained the reasons behind the organisational renewal. The majority of the secretaries agree that there was a need for an organisational renewal, but none of them chose the option "strongly agree". However, not all of the secretaries seem to agree with the above-mentioned statement at all: 25 % feel there was no need for the organisational renewal, even though it had been reasoned by the department's management. As John Kotter states, common mistakes made by the management include the management's inability to communicate the vision clearly, and the management's inability to establish a sense of urgency. This might have been the case here, too.

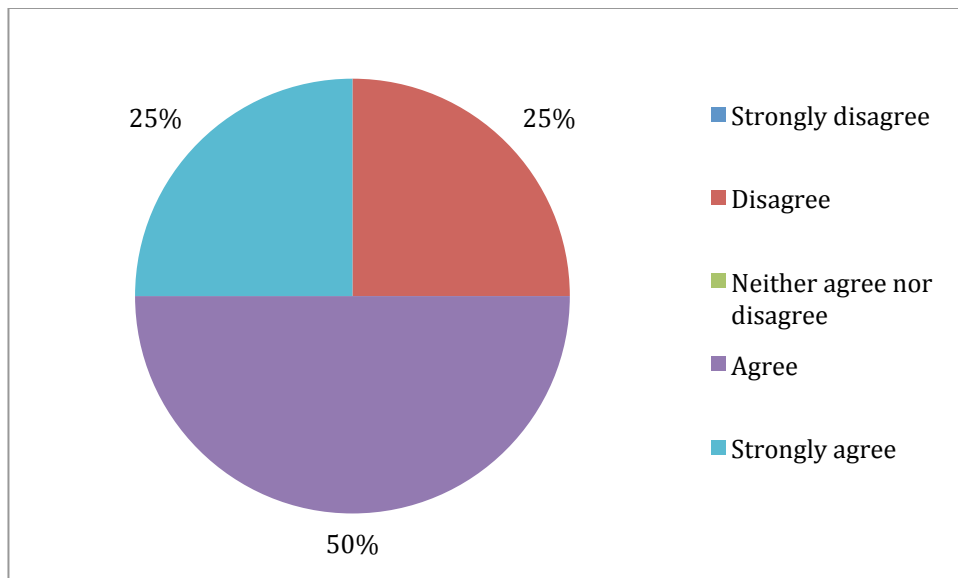


Figure 7. Question 4: I feel my opinions were heard in the renewal planning process

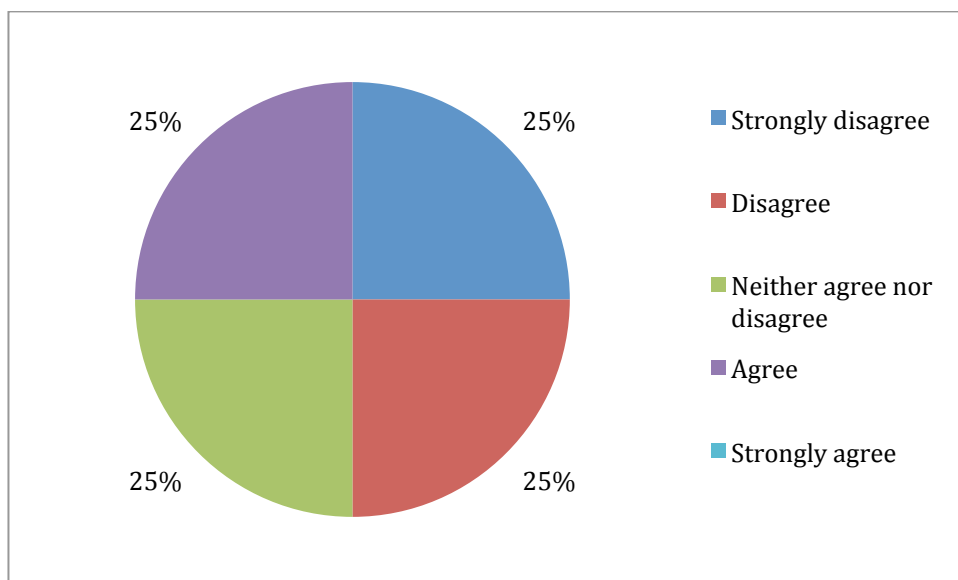


Figure 8. Question 5: I feel I did not have enough influence on the organisational renewal planning process

The answers to question number 4 imply that most of the secretaries feel their opinions were heard during the planning process of the organisational renewal. However, there were also some disagreeing answers. From the answers to the next question, question number 5, one can see that the degree to which the secretaries feel their opinions mattered and were heard varies quite a lot. All in all, the answers to these two questions imply that the secretaries in the Department for Rescue Services feel their

opinions were heard during the planning process, but they were perhaps not taken into account as much as they had initially wanted.

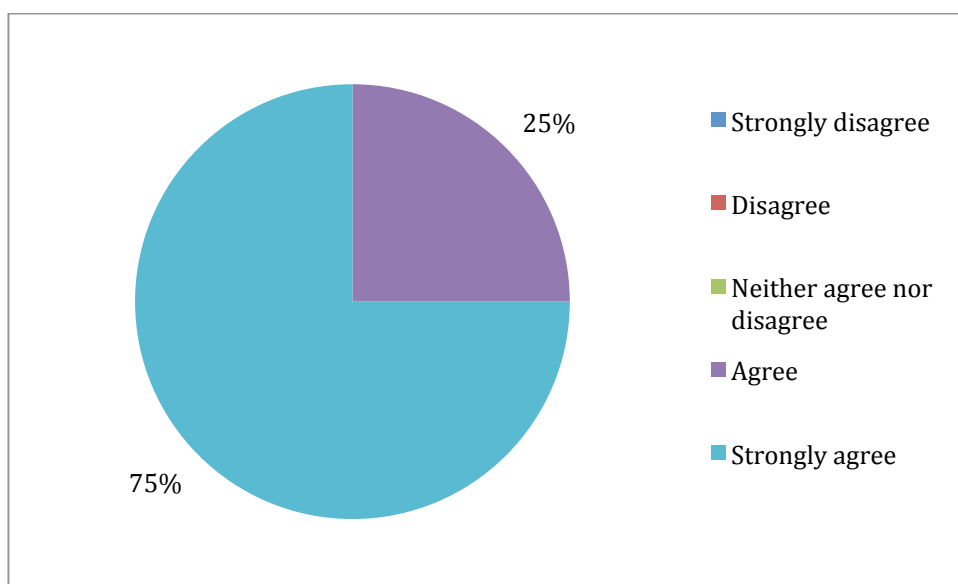


Figure 9. Question 6: I feel the organisational renewal has affected the work of the secretaries in the Department for Rescue Services

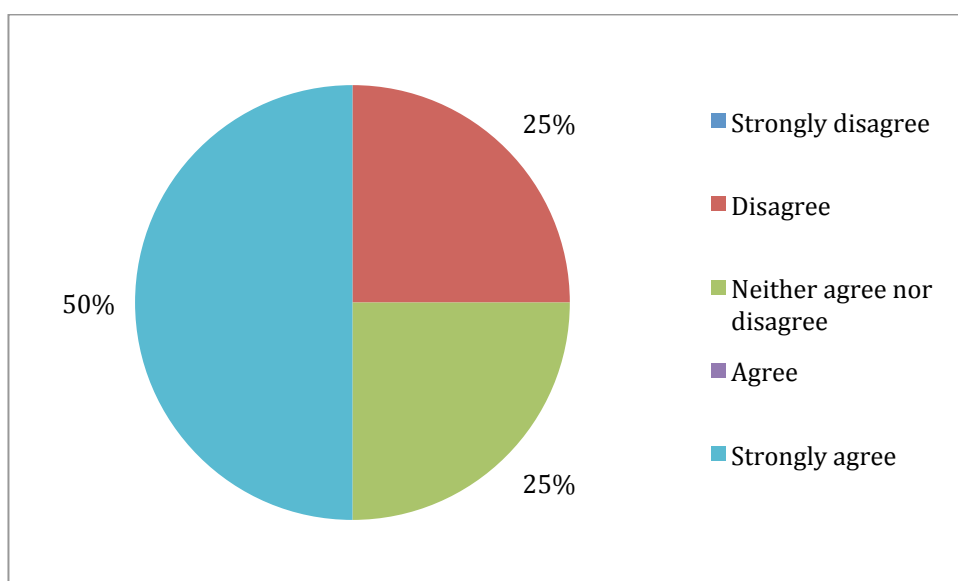


Figure 10. Question 7: I feel the organisational renewal has affected the work of the department's secretaries in a positive way

The aim of questions 6 and 7 was to find out how the secretaries in the Department for Rescues Services perceive the effects of the organisational renewal: has the organisational renewal affected their work, and if it has, has it affected their work in a posi-

tive way. From the answers given it is very clear to see that the secretaries in the department feel the organisational renewal has had an effect on their work (75 % strongly agreeing, and the rest agreeing). Half of the secretaries also feel that the renewal has affected their work in a positive way, while the other half either disagree or have no opinion.

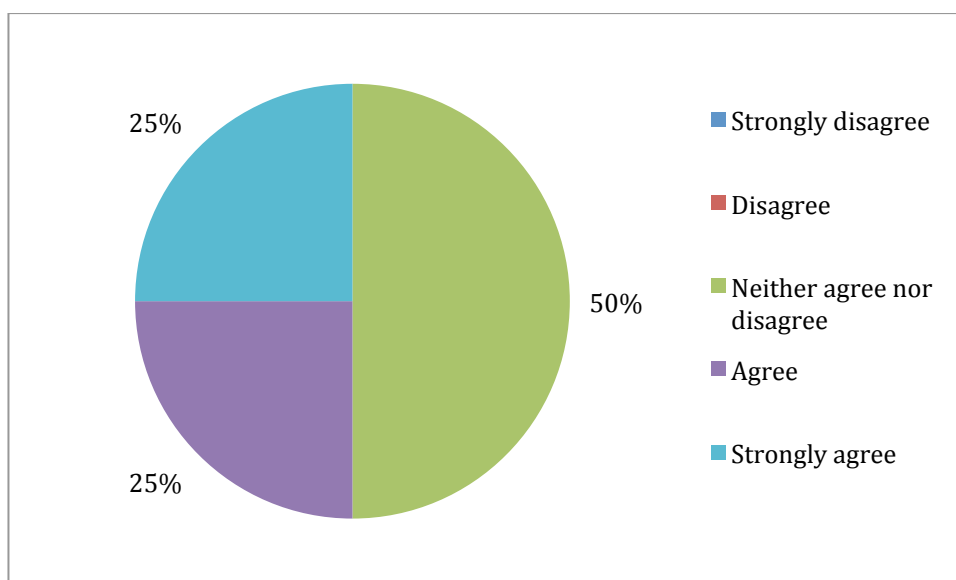


Figure 11. Question 8: I feel my job description has become clearer

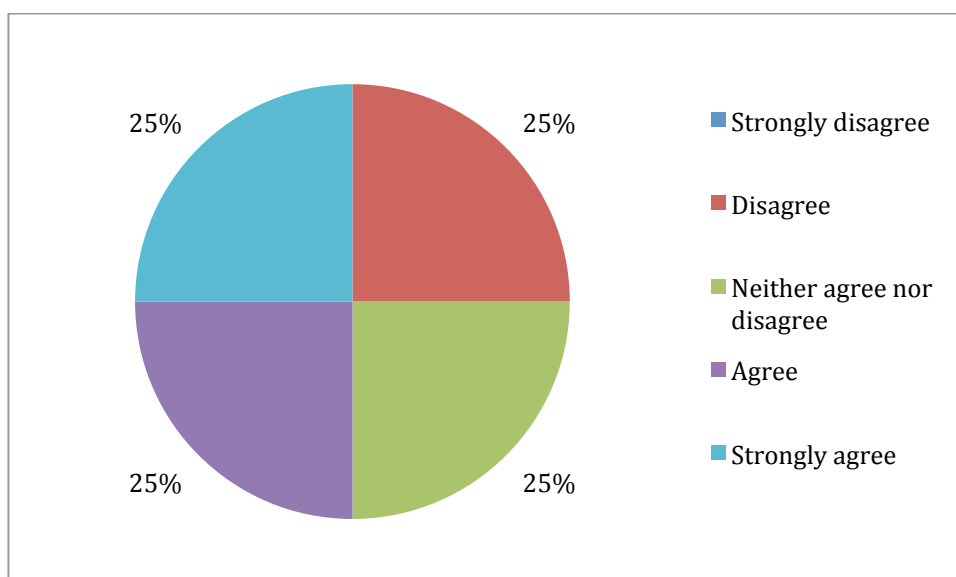


Figure 12. Question 9: I feel the job descriptions of the department's secretaries still need further clarifying

Questions 8 and 9 aimed to find out whether the secretaries in the Department for Rescue Services feel their job descriptions have become clearer after the organisational renewal, and if the job descriptions still need more clarifying. Half of the secretaries did not have an opinion on the statement, while the other half felt their job descriptions have become clearer after the organisational renewal. As to the job descriptions needing more clarifying, the answers were more inconsistent. The secretaries' answers varied from "strongly agree" to "disagree". Half of the respondents seem to need more clarity for their job descriptions, while the other half feel their job descriptions have become clearer.

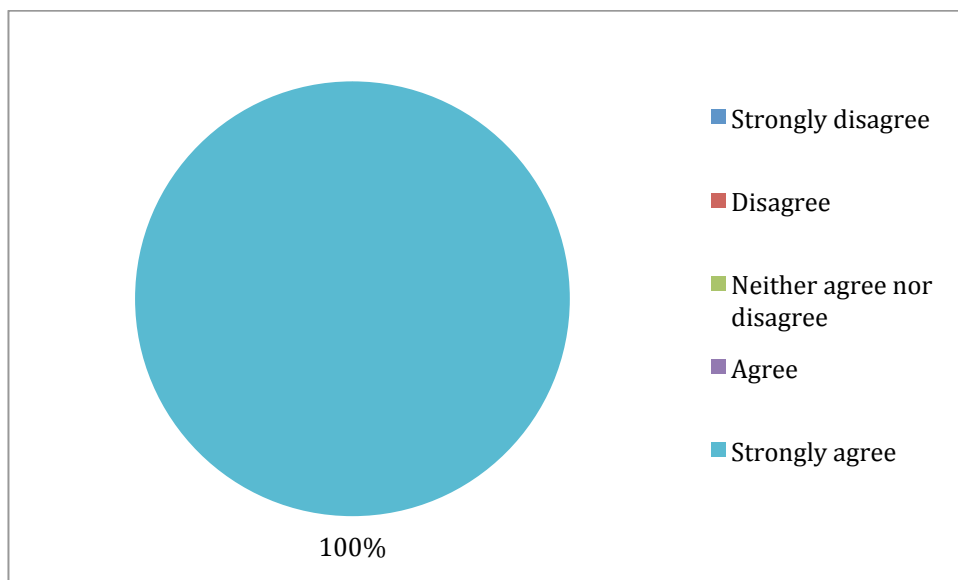


Figure 13. Question 10: 'The secretaries' substitute arrangements in the Department for Rescue Services work well

The answers to question number 10 were very consistent. It is clear that all of the secretaries in the Department for Rescue Services feel their substitute arrangements work well after the organisational renewal.

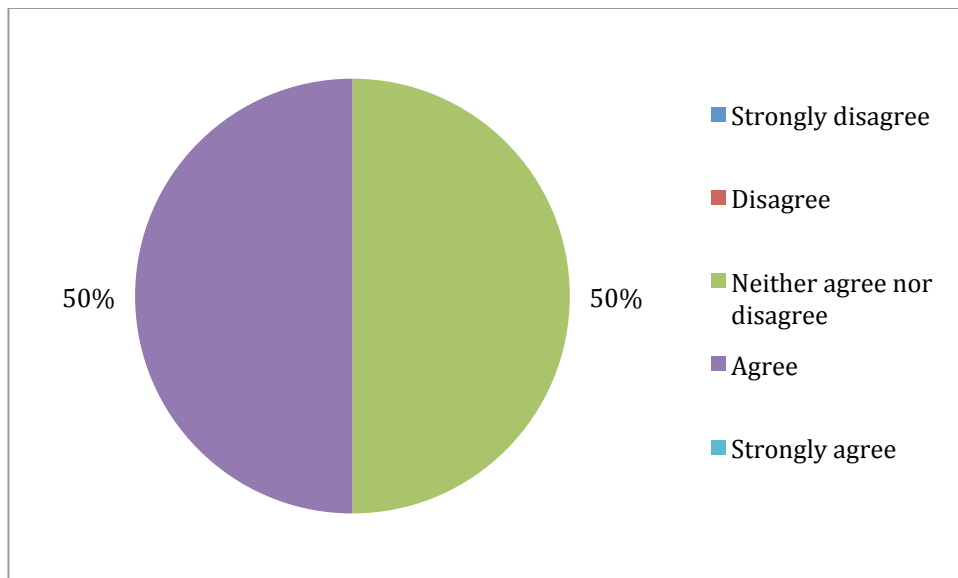


Figure 14. Question 11: The workload is divided equally between the department's secretaries

50 % of the department's secretaries feel the workload is equally divided between the secretaries, while the other 50 % do not have an opinion on the topic. It seems clear that the secretaries feel that none of them is doing considerably more or less than the others. One of the reasons behind the 50 % of “neither agree nor disagree” answers might be that the secretaries also do not know exactly how much work tasks the others usually have, and thus feel they are unable to compare their workload.

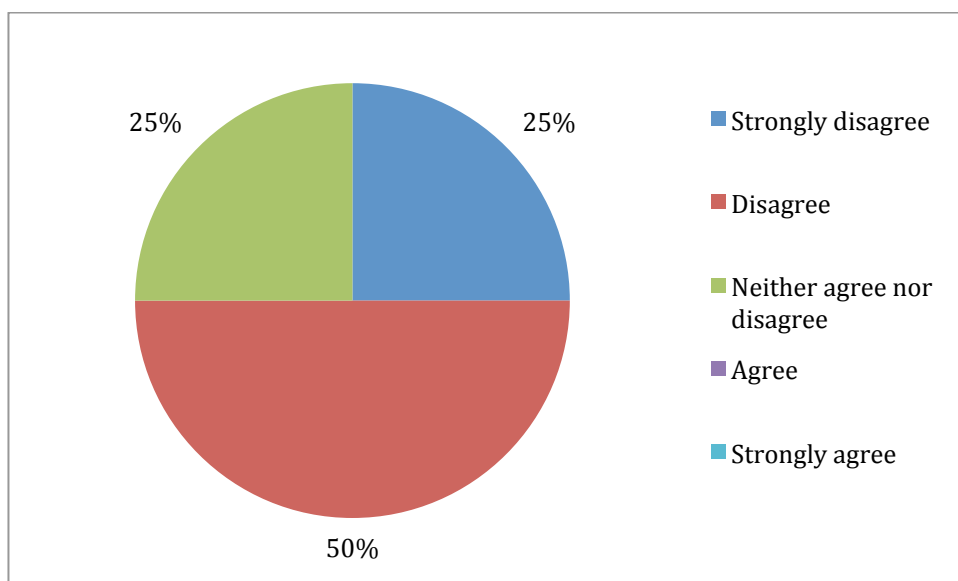


Figure 15. Question 12: A secretarial pool would have been a functional solution in the Department for Rescue Services

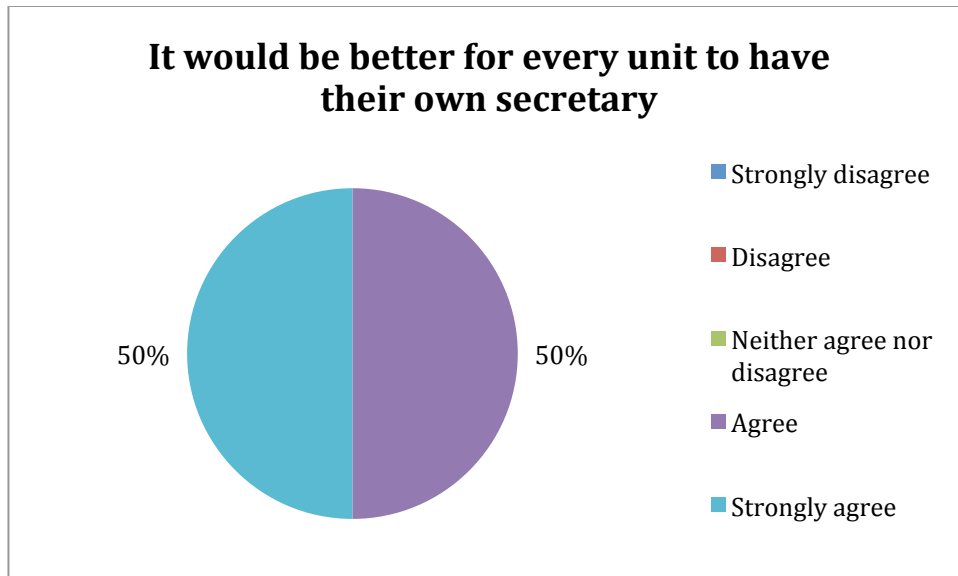


Figure 16. Question 13: It would be better for every unit to have their own secretary

Questions number 12 and 13 focused on the allocation of the secretaries in the department. Before the organisational renewal, each unit had their own secretary. During the organisational renewal planning process, it was contemplated whether a secretarial pool would be a useful idea in the new organisation. After some discussion and feedback, this plan was retracted. In the end, one of the units was left without their own secretary, while to the largest unit of the department were allocated one secretary and a secretary intern. Two secretaries were also allocated to another unit, although one of them is in practice the secretary to management. One of the department's units, International Affairs, did not face any structural changes during the organisational renewal, and was also allowed to keep their own secretary. From the answers we can see that 75 % of the secretaries feel a secretarial pool would not have been a functional solution in the Department for Rescue Services, while the rest have no opinion on the matter. The aim of question number 13 was to find out whether the secretaries feel that every unit should have their own secretary, as it had been before the organisational renewal. The answers to this question are very conclusive; all of the department's secretaries agree with the statement (50 % agree, 50 % strongly agree).

Regarding the question no. 14 (Please describe how you feel the organisational renewal was implemented), one of the things that was commented on was the size of the units. There is a lot of variation in the unit sizes, and one of the units doesn't have their own

secretary at all. Another comment says that first it was unclear to which unit they would belong, and that this indicated the management's inability to make decisions. One respondent seems very satisfied with the organisational renewal. They say the implementation was clear and there was enough information available, and that everyone could have their say. From the responses it is clear that the secretaries in the department find it better to have a secretary in every unit, rather than having a secretarial pool.

Regarding the answers to the question no. 15 (What else would you like to say about the organisational renewal or the secretaries' work after the renewal?), it is clear to see that the secretaries of the department feel their workload has increased. On a positive note, some of them also feel that they are now given more challenging and interesting tasks. However, not everyone seems to feel that way; there was also one comment stating that the secretaries' work has stayed the same after the organisational renewal.

7 Analysing the results

In this chapter, the results of the questionnaire are further analysed, and improvement and development suggestions are given. This chapter also discusses the reliability and validity of the study.

7.1 Improvement suggestions

As some of the respondents did not feel the organisational renewal was needed at all, perhaps the reasons behind the organisational renewal could have been explained further or better by the management. Of course, these disagreeing opinions about the need for an organisational renewal could also be caused by them simply not seeing eye to eye with the reasons given by the management. As Juuti and Valpola write, many employees, especially long-term ones, might find the changes in their work life dubious and even intimidating. According to Kotter, some of the most common mistakes in change management include the management's inability to communicate the vision clearly, and also the management's inability to establish a sense of urgency. This might have been the case here, too, as some of the secretaries stated they did not see the need for an organisational renewal in the Department for Rescue Services.

Some of the secretaries in the Department for Rescue Services felt their opinions were not heard during the planning process of the organisational renewal, even though most of them do feel they could have their say, although to varying extents. Perhaps there could have been even more discussion with the secretaries about the upcoming organisational renewal, especially about the allocation of the department's secretaries. After all, the way how the secretaries are allocated in the units of the department affects the secretaries and their work considerably.

According to the questionnaire, all of the secretaries in the Department for Rescue Services feel the organisational renewal has affected their work. Whether the effect on their work has been a positive or a negative one is the question that divides the secretaries' opinions. Most of the secretaries feel the organisational change has affected their work in a very positive way, while some of them seem to think the effect has been ra-

ther a negative one. The rest (25 %) do not seem to have an opinion on the matter; they probably haven't had enough time yet to fully evaluate the effects of the organisational renewal on their work. It seems the organisational renewal has affected all the secretaries in the department in a different way.

Half of the secretaries feel their job descriptions have become clearer after the organisational renewal, while the rest did not have an opinion on the matter. The statement regarding the need for further clarifying the job descriptions received more mixed answers. It seems the need for clarification of the job description is different in each individual case. In future, there could perhaps be discussions with the secretaries, both as a group and individually, concerning the secretaries' job descriptions. This way the management could find out whose job descriptions need further clarification, and how it could be achieved.

Before the organisational renewal, the secretary to management had a fixed substitute (the secretary of the unit International Affairs), and in case she was not available, the other secretaries in the department acted as a substitute according to a week list. The substitute arrangements were changed so that now there is no fixed substitute for the secretary to management, but her substitute arrangements always follow a week list. The secretary intern acts as a substitute for the secretary to management only for shorter periods (e.g. lunch break or a one day absence). It was decided that the other secretaries in the department form so called work pairs, in which they act as each other's substitutes when required (e.g. during vacation or sick leave). According to the questionnaire responses, all of the secretaries in the Department for Rescue Services feel their substitute arrangements work very well. From this we can conclude that the change in the substitute arrangements was successful, and, at this point, there is no need to try and develop the substitute arrangements further.

It seems to be somewhat unclear to the secretaries in the Department for Rescue Services if the workload is equally divided between them. According to the questionnaire responses, some of the secretaries feel the work is equally divided, while the rest of them do not seem to have an opinion on the matter. Perhaps they do not know how

much work the other secretaries have, and feel they are unable to compare the work load between the secretaries. Perhaps it could be attempted to make it even more clear to all of the secretaries how much work the others have. Uncertainty in this matter might lead to misunderstandings and unfounded suspicions; someone might end up believing they have much more work and perhaps even more troublesome work tasks than the others, or thinking there is someone who does not have much to do at all.

The questionnaire responses imply that the secretaries in the Department for Rescue Services are satisfied that the secretarial pool plan was not implemented in the end, but that they also feel the previous allocation of secretaries (where each unit clearly had their own secretary) had been better than the allocation that was implemented as a part of the organisational renewal. One of the reasons for resisting the secretarial pool might have been the fact that one might lose the sense of belonging if all of the secretaries work for all units, while working for just one unit often creates a feeling of belonging. You only scratch the surface when working for several units, while working for just one unit gives you the knowledge of what exactly is happening in your unit. As both Juuti and Mattila state, organisational changes can affect the organisation's culture, and more subjectively, an individual's way of thinking.

Also the answers to the open questions support the implication that the secretaries in the department feel each unit should have their own secretary, and that the secretarial pool would not have been a practical solution in the Department for Rescue Services. It seems the secretaries would also prefer it if the unit sizes did not vary so much; at the moment, one of the units is considerably larger than the other units of the department.

The answers to the open questions clearly state that the secretaries' workload has increased. Some of the secretaries in the department seem to feel their work has stayed the same after the organisational renewal, while some of them state they are now given more interesting and challenging tasks. If there really is much difference in the work tasks and their level, maybe open discussions might be of use in this case, too. Perhaps

it could be determined together what kind of tasks the secretaries should be given in the department.

7.2 Reliability and validity

This study succeeded in finding out how the secretaries of the Department for Rescue Services experienced the organisational renewal in the department, and how it has affected the secretaries' work.

This Bachelor's Thesis met the goals that were set for it, and managed to answer the questions it was meant to.

The questionnaire's group of respondents was very small; however, it comprised all the secretaries of the Department for Rescue Services. Thus it can be said that the answers to the questionnaire are reliable and they represent all the secretaries of the department.

7.3 Conclusions and recommendations

The secretaries of the Ministry of the Interior's Department for Rescue Services seem satisfied that the secretarial pool plan was not implemented in the end, and it is also the author's perception that a secretarial pool in the Department for Rescue Services would not have been able to succeed in making the secretaries' work more effective. However, it seems the department's secretaries would prefer it if each unit clearly had their own secretary. It would most likely strengthen the secretaries' sense of belonging. Now one of the units, the smallest one, has no secretary at all in their unit. Perhaps the secretary intern could be located to this unit? Before the organisational renewal, the secretary intern had their own unit too. It could be useful for the secretary intern too. If the interns had their own unit during the internship, it would most probably give them the feeling of doing something that matters, as they would then be the only one responsible for secretarial work in the unit. On the other hand though, if this was implemented, the largest unit would only have one secretary, whereas they have now had

a secretary and a secretary intern. The largest unit might be too large for only one secretary.

Even though all the department's secretaries agree that the need for the organisational renewal was reasoned by the department's management, not all of them feel there actually was a need for the organisational renewal. Regarding possible new organisational changes in the Department for Rescue Services in the future, I would suggest more discussion on the topic; the vision of the organisational change could perhaps be clearer, and more importantly, it should be made sure that it is communicated effectively to the whole department. It is essential that everyone can see the reasons behind the organisational renewal, and will thus be more motivated to act accordingly.

The secretaries' substitute arrangements seem to work very well in the Department for Rescue Services. I would suggest the substitute arrangements are kept as they are, at least for now, as there does not seem to be any need for further changes regarding the substitute arrangements.

As it seems to be somewhat unclear among the department's secretaries how much work and what kind of tasks the other secretaries have, I would recommend more open discussions on the topic, especially in case there will be more organisational changes in the near future.

In conclusion, it seems that the organisational renewal in the Ministry's Department for Rescue Services seems to have both positive and negative effects on the work of the department's secretaries. The varying unit sizes seem to pose a challenge to the secretaries, and some of the secretaries feel their workload has increased after the organisational renewal. On a more positive note, some of the Department's secretaries also feel they are now given more challenging work tasks.

8 Self-evaluation and learning experience

This thesis process has been a very interesting and useful experience to me. The process was quite demanding, and making the questionnaire was even more challenging than expected; what to ask and how to form the questions – “what am I actually trying to find out with this question, and how am I going to utilise its results” turned out to be a question that I often kept asking myself.

This process, especially analysing the results was very time consuming. I was working full day during the whole process, so I didn't have as much time and energy for this as I wish I had had. However, in the end I feel I managed this process quite well. As I knew from the beginning that my time for this project was limited, I made myself a schedule, and I managed to keep to that schedule, with just a few changes during the process.

I also hope the commissioning party will find this Bachelor's Thesis useful when evaluating the success of the organisational renewal regarding the secretaries in the Ministry of the Interior's Department for Rescue Services, and when contemplating future changes in the department's organisational structure.

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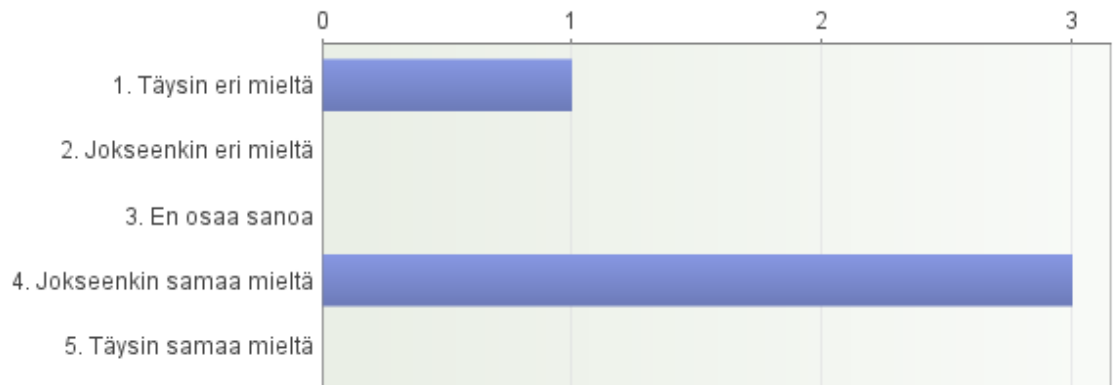
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Attachments

Attachment 1. Questionnaire responses

1. Mielestäni organisaatiouudistus pelastusosastolla oli tarpeellinen



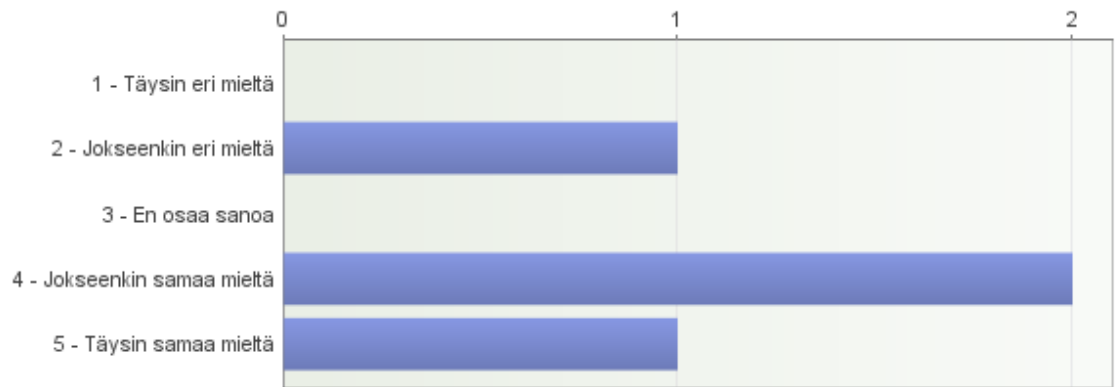
2. Perusteltiinko organisaatiouudistuksen tarvetta osaston johdon toimesta?



3. Käsiteltiinkö yksikkökokouksissa organisaatiouudistusta?



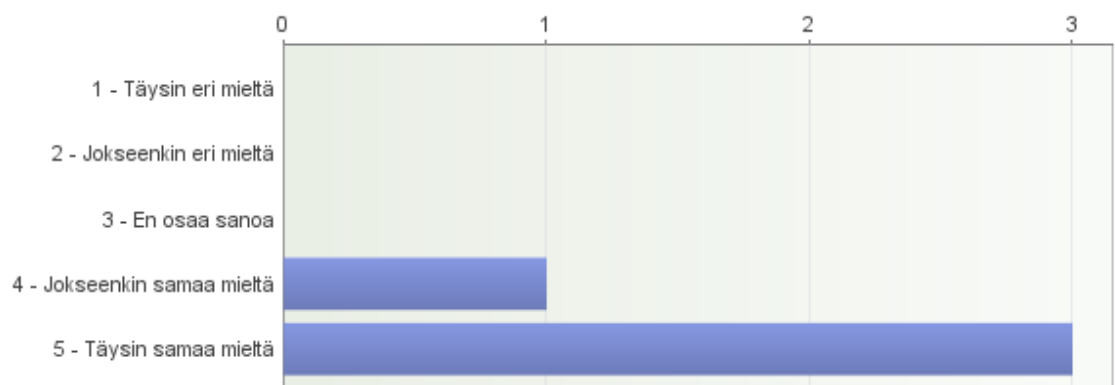
4. Koen, että minua kuultiin organisaatiouudistuksen suunnitteluvaiheessa



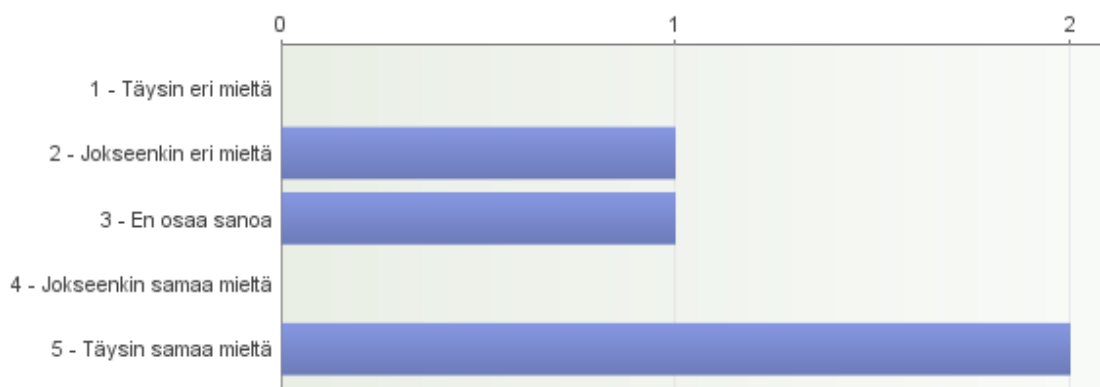
5. Koen, että en saanut vaikuttaa tarpeeksi organisaatiouudistuksen suunnittelussa



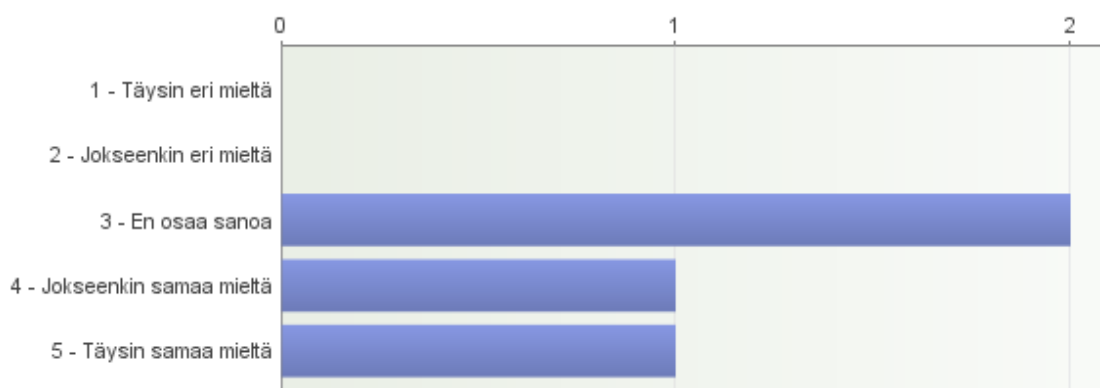
6. Koen, että organisaatiouudistus on vaikuttanut pelastusosaston sihteerien työhön



7. Koen, että organisaatiouudistus on vaikuttanut pelastusosaston sihteerien työhön
positiivisesti



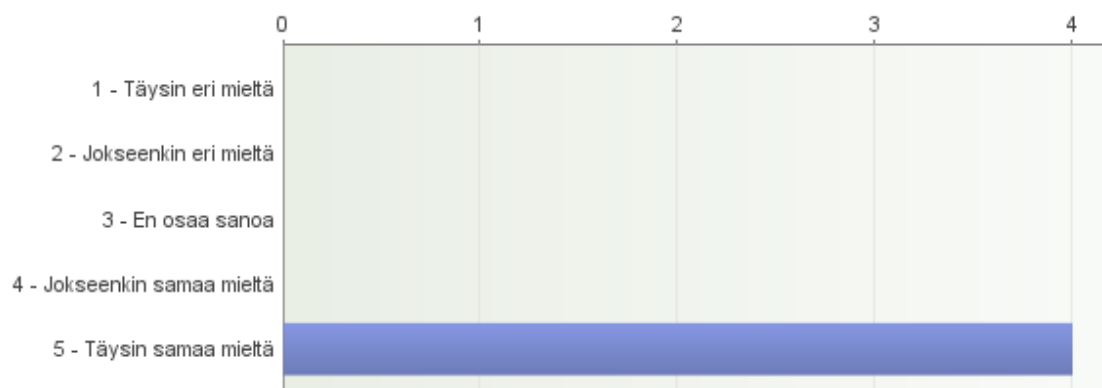
8. Koen, että tehtäväkuvani on selkiytynyt



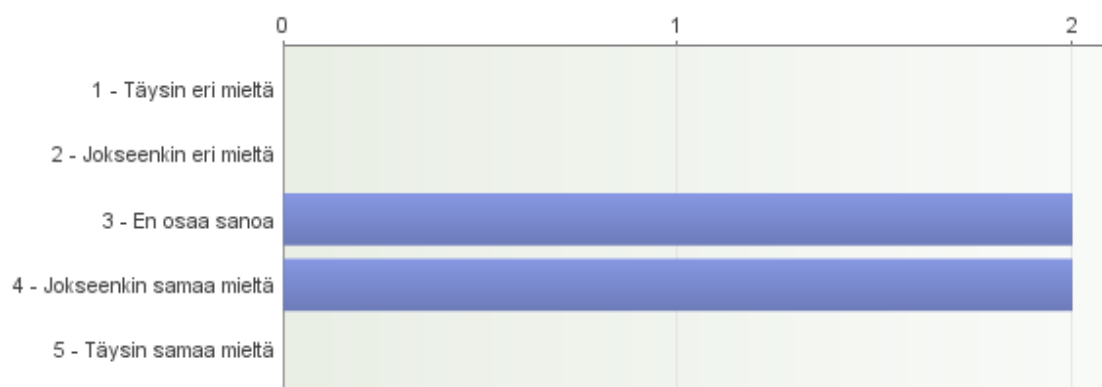
9. Koen, että osaston sihteerien tehtäväkuvia pitäisi vielä selkiyttää



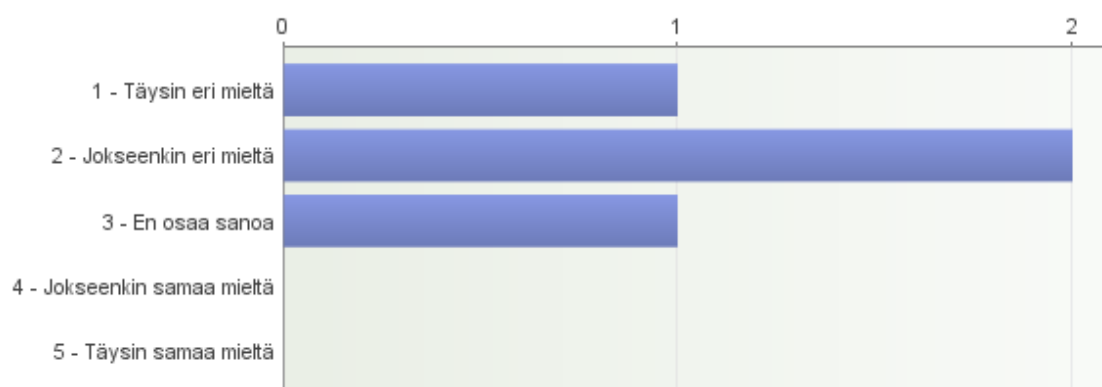
10. Sihteerien sijaisuusjärjestelyt pelastusosastolla toimivat hyvin



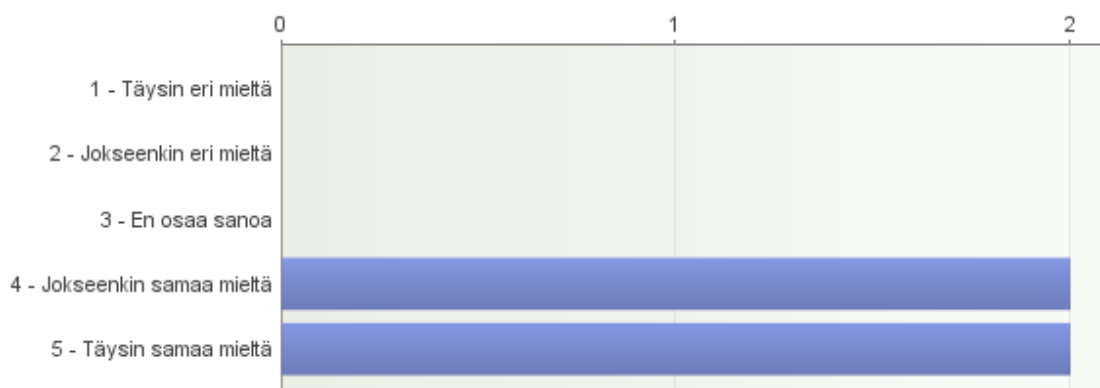
11. Työt jakautuvat tasaisesti osaston sihteerien kesken



12. Sihteeripooli olisi ollut toimiva ratkaisu pelastusosastolla



13. Olisi parempi, että jokaisella osaston yksiköllä olisi selkeästi oma sihteerit



14. Kerro vapaamuotoisesti, miten koet organisaatiouudistuksen tapahtuneen.

- Kohdallani oli epäselvää, mihin yksikköön siirryn, joten minua vähän pompoteltiin. Mutta tämä lähinnä nauratti minua ja osoitti päälliköiden päättämättömyyttä. Nyt olen kuitenkin asioiden ja työtehtävien puolesta oikeassa yksikössä. Ja olen viihtynyt.
- Periaatteessa organisaatiouudistusta käsiteltiin osastokokouksessa, mutta ainakaan sihteerijärjestelyjen osalta ei uudistus toteutunut. Yksiköt ovat eri kokoisia ja yhdessä yksikössä ei ole sihteeria lainkaan. Yksikköläiset ovat kuitenkin tottuneet siihen, että heillä on oma sihteerit.
- Mielestäni organisaatiouudistus toteutettiin selkeästi osastolla. Asiasta kerrottiin riittävästi ja kaikki saivat sanoa oman mielipiteensä. Sihteereiden osalta pidän hyvänä ratkaisuna, että päädyttiin yksiköiden sihteereihin sihteeripoolin sijaan.

15. Mitä muuta haluat sanoa organisaatiouudistuksesta tai sihteerien työstä uudistuksen jälkeen?

- Kohdallani homma on onnistunut. Sain vaativampia tehtäviä ja nyt minusta tuntuu, että minua kuunnellaan.
- Vaikea sanoa miten organisaatiouudistus toteutuu. Tuntuu, että virkamiehet tekevät työtään kuten ennenkin. Toivon, että päällekkäisyyksiä saadaan vähennettyä, vielä ei tällaisia merkkejä ole. Sihteerin työn sisältö ei ole muuttunut mutta töiden määrä on lisääntynyt.
- Oma työmääräni on lisääntynyt ja välillä on ollut jopa hektistä. Kuitenkin tehtävien mielenkiintoisuus on kasvanut ja sihteereille on annettu aiempaa vaativampia tehtäviä, mitä pidän hyvänä.

Attachment 2. Organisational structure of the Department for Rescue Services after the organisational renewal

